



THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE

NEW YORK, NY 10021

October 31, 1979

JOSHUA LEDERBERG

PRESIDENT

*personal and
confidential.*

Dr. Philip Handler
President
National Academy of Sciences
2101 Constitution Avenue, N.W.
Washington, D. C. 20418

Dear Phil:

Your letter to Bill Baker about the review of our planning for the Rockefeller University Hospital was a most insightful analysis of the dilemmas we now face. I could not have expressed the situation more clearly myself; although I think you will find a significant echo of the same general perspective in the remarks enclosed herewith. These come from my first Annual Report of the President which is in the press and should be out in a few weeks.

The main problem is "how to get there from here" without disrupting the commitments, involvement, and working facilities for the existing faculty, as well as maintaining a clear path for our collaborative arrangements with our neighbors around the corner. As I believe you know from our previous discussions, I have spent a great deal of time during this last year to engage Dr. Kappas and his group in an analytical and critical overview that does examine the Hospital from first principles. In that respect, the Advisory Committee was, to say the least, no help at all; although I had thought I had been able to make some progress with them and generate more useful comment at an informal dinner meeting some weeks ago. Since we are very much dependent on the attitudes of that peer group, to have any hope of even partial funding of the Clinical Research Center at the renewal of our grant from NIH, it is important that we move cautiously in developing and explaining our position to that community.

Dr. Philip Handler
October 31, 1979

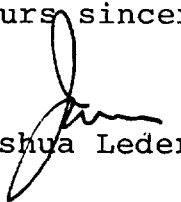
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I would certainly welcome the opportunity to go into specific options with you in still more detail: I need hardly say that the ones you suggested would also be of the greatest interest to me personally. If we had a really secure base of clinical opportunity, through well worked out affiliative arrangements with our nearby institutions, we would be on firmer ground in reducing our commitments to the existing Hospital facility. However, any steps we take in this direction are likely to be irrevocable and so again considerable caution has been indicated.

If there was some practical way to maintain a facility with no more than ten beds, and still have the flexibility for potential expansion at a later date if that should prove to be desirable, that might be the most appropriate outcome. That will be difficult to do if possible at all and then, in my view, only with the additional bolstering of more robust inter-institutional affiliations than we have at the present time.

As you know, I have tried in rather impromptu way to catch up with you during other visits to Washington; but I think I will have to try to see if we can schedule a discussion somewhat more deliberately, if there is to be a real possibility of bringing it about. I will try to be in touch with your office with some reasonable advance notice for the next occasions that I could be in the building.

Yours sincerely,



Joshua Lederberg

Encl.

cc: Dr. William O. Baker

bcc: RWN